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On

A Critical evaluation of the HRM Practices of the Petroleum Industry in India: A comparative study of BPCL and HPCL

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Introduction

An employee is the backbone of the organization. The entire economic activities move around the employees. The company starts from the employee and ends at the point of the employee. Employee is pivotal for the success and failure of the organization. To generate positive behavior of the employee is essential for creating congenial atmosphere and restoring the industrial peace in the organization. HRM plays a vital role in the implementation of planning and organizational strategy. After implementation of globalization, privatization and liberalization policy in India, the country has opened the doors for multinational companies. Many multinational companies are frequently coming in the Indian market to capture a big segment of the consumer for a long time. Human beings as resources are the most valuable assets of any organization and account for the biggest reason for the success or failure of the organization. If these resources are acquired and managed properly an organization survives all the tests of time and competition. Infect the usage of other physical material and financial resources depend upon the quality of human resources of the organization. Good human resources make the best use of other resources to being out the best results and had bad human resources just waste the other available resources of the organization. Human resources have made a remarkable contribution in the whole history of the world with biggest inventions, discourses, creations and innovative things. In today's competitive world where all organization in any sector face a continuous cut throat completion both for survival and excellence, human resources have become the top priority area. The world class organizations, those that are ahead of competition, have managed to maintain sustainable competitive growth. The success stories of these organizations have proved that people make the difference, not the technology.

Today the best organizations of the world are characterized by the quality of their employees or human resources. Microsoft, IBM, Wall Mart, Sony, Samsung, PepsiCo, Coca Cola or Coke, Suzuki, Honda, British Petroleum, L&T, Wipro, Tata, Reliance Industries, General Motors and hundreds of other successful companies owe their success to their people or the human resources.

It is not only the mare existence of presence of human assets but it is their powerful and green management, which brings the preferred effects. People are central to organizations. The financial capital, technology or processes of the organizations, by

themselves, cannot accomplish organizational goals. These resources depend on human resources for their effective and efficient utilization. At the same time human resources also need to be managed. The concept of Human Resource Management or popularly called HRM, therefore, highlights the importance of human beings or human power in organizations. Their need, requirement, role, recruitment and selection or acquisition is one very important part of HRM. Their orientation, training development, advancement and commitment is another core area of HRM which is popularly known as Human Resource Development.

Human resource management (HRM) is the process of recruiting, hiring, deploying, and managing personnel within a business. HRM is often referred to as Human Resources (HR). Typically, the HR department of a corporation or organisation is responsible for designing, implementing, and managing rules regulating workers and the interaction between the firm and its employees. In the early 1900s and then more often in the 1960s, the phrase human resources were used to characterise the organization's employees as a whole. The purpose of HRM practices is to manage a company's workforce in order to fulfil its objective and promote its culture. When performed properly, HR managers may assist recruit new professionals with the essential abilities to advance the company's goals, as well as aid in the training and development of present workers to fulfil those goals.[1]

As a firm is only as good as its personnel, HRM is essential to preserving or enhancing the business's health. In addition, HR managers are able to monitor the situation of the employment market in order to maintain the organization's competitiveness. This might involve ensuring that remuneration and benefits are equitable, that events are organised to prevent employee burnout, and that work positions are modified depending on market conditions.

Human resource management is performed by HR experts who are responsible for the daily execution of HR-related duties. In most organisations, human resources will constitute a whole department. The size, structure, and function of HR departments within various corporations might vary. It is normal for smaller firms to have a few of HR generalists who each execute a wide range of HR duties. Larger firms may have more specialised responsibilities, with staff devoted to services such as talent management, benefits, remuneration, and immigration and visa processing. Despite

[1] https://www.techtarget.com/searchhrsoftware/definition/human-resource-management-HRM

the fact that various HR professions are separate and specialised, job duties may overlap.

Human Resource Management (HRM or HR) is a deliberate and coordinated approach to the effective and efficient management of people in a company or organisation so that they contribute to the firm's competitive advantage. It is intended to optimise employee performance in support of the strategic goals of an organisation. Focusing on the management of people inside businesses, human resource management is largely concerned with policies and processes. HR departments are responsible for monitoring the design of employee benefits, employee recruiting, training and development, performance evaluation, and reward management, including the administration of pay and benefits systems. HR is also concerned with organisational transformation and industrial relations, or reconciling organisational practices with obligations resulting from collective bargaining and government regulations.

Human Resources (HR) sprang out of the human relations movement of the early 20th century, when scholars started documenting methods of adding value to businesses by the strategic management of their workforces. When first established, HR was primarily concerned with administrative tasks like payroll and benefits; however, as a result of globalisation, company consolidation, technological advancements, and additional research, HR has shifted its focus to more strategic endeavours like M&A, succession planning, industrial and labour relations, diversity and inclusion, and other similar topics as of 2015. Most businesses today recognise the importance of keeping their best employees and preserving the institutional knowledge they've built up over the years. When replacing an employee, not only is it expensive, but there is also a greater chance that the new hire won't do a good job. Human resources departments attempt to lessen the possibility of losing employees' dedication and sense of psychological ownership by providing incentives that appeal to them.[2]

The purpose of Human Resource Management

From the genesis of civilization on earth, man has been playing a dominant role in almost every change, development and growth, either individually or by forming groups. All ages from ancient and medieval to modern one has recognized the core

[2] David A, Decenzo & Stephen P. Robbins, Personal Human Resource Management, Prentice-Hall of India Private Limited, 2019, p 15

factor of 'human energy' in both mental and physical capacities. Beginning with individual efforts, man formed groups which kept on growing in size and ultimately taking the shape of organizations of modern age. All major accomplishments in the form of great victories, planning, administering, ruling, inventing, discovering, setting and building great structures and organizations and entering the space even, are the results and human endeavors. That, Human Resources assume the top priority in all kind of organizations, whether big or small, are globally accepted phenomena. Organizations from the very beginning needed some natural resources besides capital, goods, technology and systems as material and financial resources along with human resources for carrying their functions and achieving goals

The purpose of the Human resource management is to make the job and deal with the job holder (employee). To play out a task in an association, one should be distinguished. In order to identify right person for a particular job, notification should be issued which contains job description (duties and responsibilities) and specifications (academic qualifications and physical qualifications). So as to verify the correctness of the candidates invited, they should be tested by the suitable selection methods for picking-up right person. Subsequently selected candidates should be provided with the proper training for performing his duties & responsibilities mentioned in the notification. Afterward, evaluation of workers' exhibition ought to be finished to know whether representatives are performing to the ideal guidelines set by the administration. Accordingly, employees should be rewarded or paid for the job they did in the organisation and their safety in the job is the responsibility of HR manager or safety officer who should instruct safety measures for the employees and see that they are scrupulously followed. Healthy and government assistance measures are not really good or bad essential to keep representatives cheerful and propelled which straightforwardly affects their efficiency. Doing so all, maintaining proper and healthy relationships between employees and management avoids conflicts which will affect the overall performance of the organisation. Most significant thing is adherence and not to disregard work and work regulations which oversee every one of the above expressed exercises for a task. Repudiates of work regulations will cost to the association and its

marking. Thus, the Human asset the executives resemble a divine messenger for the association to cruise without a hitch and long-live.[3]

Human Resource Management: Defined

The human resources are multidimensional in nature. From the national point of view, human resources may be defined as the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees.

Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programmes relating to human resources to optimize their contribution towards realization of organizational objectives.

Encyclopedia *Britannica* defines HRM as "Human Resources Management, the management of the people in working organizations. It is also frequently called personnel management, industrial relations, employee relations, manpower management, and personnel administration. It represents a major subcategory of general management, focusing exclusively on the management of human resources, as distinguished from financial or material resources."[4]

The National Institute of Personal Management (NIPM) of India has defined human resources HRM as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up enterprise and having regard for the well– being of the individuals and of working groups, to enable them to make their best contribution to its success”.

William F. Glueck defines HRM as "that function of all enterprises which provides for effective utilization of people to achieve both the objectives of the enterprise and the satisfaction and development of the employees."[5]

Dessler Gary defines HRM as "It helps in attaining maximum individual development, desirable working relationship between employees and employers,

[3] David A, Decenzo & Stephen P. Robbins, Personal Human Resource Management, op-cit, p 32
[4] www.britannica.com/EBchecked/topic/human-resources-management
[5] William F. Glueck, Management, Dryden Press, Illionois, 2012, p 66

employees and employees, and effective modeling of human resources as contrasted with physical resources. It is the recruitment, selection, development, utilization, compensation and motivation of human resources by the organization.[6]

Human resource management (HRM or simply HR) is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

Human Resource Management Practices

Concepts associated with the resource-based view of the organization are increasingly finding their way into the strategic HRM debate. Human Resource consists of all the individual employees who contribute to the operations of an organization, whether they are employed fulltime, part-time, on a temporary or permanent basis. Human resource Management is more concerned with the people aspect in management.

The best human resources practices create the most effective and efficient method of achieving any objective or task for a business. When aligned with the company mission statement and goals, these practices can address many of the personnel issues that can come up for a business. It is far better for a company to move forward towards meeting goals as one unit, collectively working towards a common goal and having a plan to get there.

Human Resources Management Practices play a very crucial role in achieving the organization's goals and maintain the competitive advantage. HRM practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfillment of organizational goals. Human resource management practices is the management of people within the internal environment of organizations, comprises the activities, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and

[6] Dessler, Gary, Human Resource Management, NJ: Pearson/Prentice-Hall, 2004, p16

retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives.

Presently organizations are competing through implementing the unique HRM practices and due to the globalization organizations adopt the most up-to-date HRM practices in order to accomplish the organizational goals. Best HRM practices are advantageous for both employee and employer; it plays an important role in constructive growth of the organization. Job satisfaction is an attitude which is an outcome of harmonizing and summation of numerous precise likes and dislikes experiences with the job. Job satisfaction for an employee is the level of satisfaction according to job.[7] Job satisfaction is a crucial indicator of how employees feel about their job and describes how much they are contented with his or her job. The satisfaction level of employees also associated with increase output of the organization. Job satisfaction of an employee is essential to the success of an organization. In an organization a high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfaction in their jobs with their careers should be a foremost priority for every organization. HRM Practices try to develop and allocate human capital in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee's motivation, job satisfaction, and increase their performance. In order to sustain in the market Human Resource Management (HRM) Practices and job satisfaction of employees have many significant benefits for organization.[8]

The History of Human Resource Management in India

Management as a concept is not new to the country. Historically it is stated that Kautilya (the most reputed economist and management guru of Indian History, advisor to King Chandragupta Maurya) provided a systematic treatment of management of human resources as early as 4th century B.C. in his treatise titled "Artha Shastra". This book or treatise details logical procedures and principles in respect to people management referring to the *rajya (state)* as an organization and the *raja (king)* as the head or CEO of an organization. Kautilya being the eminent advisor, through his *sutras* emphasizes the need of humility in the king and his *mantris* (managers) while following the path of *dharma* (ethics & righteousness) in

[7] http://www.wisegeek.com/human-resources-practices.htm
[8] ibid

management of an organization *(state).* The importance was on self-management and self-evaluation before considering oneself truly capable of leading an organization as a competent leader keeping welfare of people and the organization before one's own motives. The text although written centuries back in an ancient script *(Sanskrit)* draws parallel to today's modern organization systems and issues.[9] Similarly the *Bhagvad Gita*, considered one of the most holy texts of Vedic literature written during *Mahabharata* is a practical guide to all aspects of life including management of self and thereafter management of people and resources. Concepts like optimum utilization of resources, decision making, leadership, ethics, motivation, morale and outcome of performance (deeds) are clearly marked in the verses of this great book as ongoing dialogues between *Lord Shree Krishna* and the *Warrior Arjuna*.

Understandably the ancient Vedic concept of 'Varnashrama' also refers to division of work on the basis of natural classification inherent in a society, based on one's personal capabilities and aptitude. 'Varna' means 'root' and its understanding differs in interpretation of Rig Veda and Bhagwad Gita. The 'Purusha Sukta' in the Rig-Veda 10:90, refers to the classification of four varna by way of comparison to the 'primordial man' (Purusha). It defines the Brahmana as the mouth, his arms as the Rajayana (used for Kshatriyas), his belly and thighs as Vaishya and his feet as Sudra. The Bhagvad Gita differs in this viewpoint with Lord Krishna classifying individuals not on the basis of his birth or heredity but on his interests and capabilities in doing work. This ancient management knowledge was quite relevant to the functioning of a society, being relevant in this century also; wherein we refer to career development based one's interest and aptitude towards work.[10]

Importance of Human Resource Management Practices at Workplace

Human resource practices play a crucial role in shaping the workplace environment and influencing organizational success. Here are some key reasons why HR practices are important:

Talent Acquisition and Retention: Effective HR practices ensure that the organization attracts, hires, and retains talented individuals who are the right fit for the job and the company culture. By implementing robust recruitment strategies,

[9] Dessler, Gary, Human Resource Management, op-cit

[10] Dessler, Gary, Human Resource Management, NJ: Pearson/Prentice-Hall., 2019, p19

offering competitive compensation and benefits, and providing opportunities for career development, HR helps to build a skilled and motivated workforce.

Employee Engagement and Satisfaction: HR practices contribute to creating a positive work environment where employees feel valued, engaged, and satisfied. Through initiatives such as employee recognition programs, performance feedback mechanisms, and opportunities for professional growth, HR fosters a culture of trust, collaboration, and commitment among employees.

Performance Management: HR practices enable the organization to set clear performance expectations, provide regular feedback, and recognize and reward high performers. By implementing performance appraisal systems, setting goals aligned with organizational objectives, and offering developmental opportunities, HR helps employees to maximize their potential and contribute to the organization's success.

Training and Development: HR practices support continuous learning and skill development among employees to enhance their capabilities and adapt to changing job requirements. By offering training programs, workshops, and mentoring opportunities, HR ensures that employees have the knowledge, skills, and resources needed to perform their roles effectively and contribute to organizational growth.

Employee Relations and Conflict Resolution: HR practices promote open communication, fairness, and transparency in the workplace, fostering positive relationships between employees and management. Through policies and procedures for addressing grievances, resolving conflicts, and promoting diversity and inclusion, HR creates a harmonious work environment where everyone feels respected and valued.

Legal Compliance and Risk Management: HR practices ensure that the organization complies with labor laws, regulations, and industry standards to mitigate legal risks and liabilities. By implementing policies and procedures for equal employment opportunity, health and safety, and data privacy, HR protects the rights and well-being of employees and minimizes the organization's exposure to legal disputes and penalties.

Organizational Culture and Values: HR practices play a key role in shaping the organizational culture and reinforcing core values and beliefs. By promoting a culture of integrity, respect, and accountability, HR helps to establish a strong employer brand, attract top talent, and differentiate the organization from competitors.

Overall, human resource practices are essential for building and sustaining a high-performing organization by effectively managing its most valuable asset-its people. By investing in the development, engagement, and well-being of employees, HR contributes to organizational success and long-term sustainability.[11]

Profile of Petroleum Industry

India stands as the third-largest energy and oil consumer globally, while also ranking fourth in liquefied natural gas (LNG) imports. Data from April 2024 reveals that India's consumption of petroleum products reached 212.2 million metric tonnes (MMT), with natural gas consumption hitting 60.6 billion cubic meters (BCM), marking respective growth rates of 5.2% and 11.1% over the previous year. Bharat Petroleum projects a doubling of India's energy demand and a five-fold increase in natural gas demand by 2050. As of April 2022, India's estimated crude oil reserves stand at 651.77 million tonnes, with natural gas reserves at 1138.67 billion cubic meters. The nation has set an ambitious target to elevate the share of natural gas in its energy mix to 15% by 2030, up from the current 6.7%. To facilitate this, 88% of the nation's geographical area, covering 98% of its population, has been authorized for the development of City Gas Distribution networks. Furthermore, India has made significant strides in ethanol blending, increasing it from 1.53% in 2013-14 to 10.17% in 2022, with a target set to achieve 20% ethanol blending in petrol by 2025-26.[12] Additionally, the government has embarked on initiatives such as the Pradhan Mantri Ji-VAN Yojana, aiming to establish 12 Commercial Scale 2G Bio-Ethanol Projects with viability gap funding, and the Sustainable Alternative Towards Affordable Transportation (SATAT) Scheme, targeting the setup of 5000 Compressed Biogas (CBG) units. As of March 2023, 4215 Letters of Intent (LOIs) have been issued for CBG units, while financial assistance is provided to bio-gas plants under the waste-to-energy program. These initiatives collectively demonstrate India's commitment to enhancing energy security, promoting sustainability, and diversifying its energy sources.

India is the second-biggest refinery in Asia, with a capacity of 253.91 MMT as of April 2023. Roughly 35% of the overall refining capacity is managed by private

[11] Jyothi P. & Venkatesh D.N., Human Resource Management, Oxford University Press, New Delhi, 2018, p 39

[12] https://www.statista.com/topics/5621/petroleum-sector-in-india/

enterprises. In June 2023, India's crude oil production was 2.43 million metric tonnes (MMT), up from the 2.4 MMT recorded during the same time last year. According to PPAC statistics, the total amount of petroleum products produced in June 2023 was 23.1 MMT, 4.6% more than in June 2022.

In FY22, crude oil usage was 202.7 million tonnes; by FY40, it is projected to reach 500 million tonnes, an increase of 5.14% CAGR. Analysts predict that by 2050, India will have increased its oil consumption from 4.05 million barrels per day (MBPD) in FY22 to 9.2 MBPD in 2050, from 7.2 MBPD in 2030.

After reaching 174 million cubic meters per day (MCMPD) in 2021, the use of natural gas is expected to reach 550 MCMPD by 2030, an increase of 12.2% annually.

The diesel market in India is projected to reach 163 MT by 2029-30, and by 2045, petrol and diesel will account for 58% of India's oil consumption. Rapid economic growth and increasing urbanisation indicate that demand is not going anywhere soon.

Diesel consumption has been on the rise since March 2023 for several reasons, including an increase in energy production and industrial uses and an upsurge in construction, commercial, and agricultural operations.[13]

As India's gross domestic product (GDP) climbs to US$ 8.6 trillion by 2040, the IEA (India Energy Outlook) estimates that the country's leading energy consumption will almost double to 1,123 million tonnes of oil equivalent.

HR Practices of Petroleum Companies in India

The oil and gas sector is known for its complex and demanding operations, requiring efficient and effective management of its workforce. In recent years, the integration of technology in various industries has revolutionized traditional processes, and the field of human resources is no exception. One such technology that has gained significant attention is Robotic Process Automation (RPA). RPA has the potential to streamline HR operations and enhance people management in the oil and gas sector.

In the oil and gas sector, people management plays a crucial role in ensuring the success and productivity of the workforce. With a large number of employees, contractors, and suppliers, managing human resources becomes a complex task. HR professionals in this sector are responsible for recruitment, onboarding, training, performance management, and compliance. Effective people management is vital for

[13] https://www.ibef.org/industry/oil-gas-india/

maintaining a skilled workforce, ensuring safety, and achieving operational excellence. By leveraging RPA technology, HR operations can be streamlined, allowing HR professionals to focus on strategic initiatives and creating a positive work environment.

Robotic Process Automation (RPA) is a technology that uses software robots or "bots" to automate repetitive and rule-based tasks. These bots mimic human actions and interact with various systems and applications to perform tasks with speed and accuracy. RPA can be applied to a wide range of HR processes, including data entry, payroll processing, employee onboarding, leave management, and performance evaluations. By automating these tasks, HR professionals can save time, reduce errors, and allocate their resources to more value-added activities.[14]

Implementing RPA in HR operations offers numerous benefits for the oil and gas sector. Firstly, it improves accuracy and reduces errors by eliminating manual data entry. RPA bots can extract data from various sources, validate information, and update HR systems accurately and consistently. Secondly, RPA enhances efficiency by automating time-consuming tasks. This allows HR professionals to focus on strategic initiatives and employee engagement, leading to improved productivity. Thirdly, RPA ensures compliance by following predefined rules and regulations, reducing the risk of non-compliance. Lastly, RPA provides valuable insights through data analytics, enabling HR professionals to make data-driven decisions and improve overall people management strategies.

RPA technology can be applied to various key areas of people management in the oil and gas sector. Firstly, in recruitment and onboarding, RPA can automate resume screening, background checks, and document verification processes, ensuring a smooth and efficient hiring process. Secondly, in employee data management, RPA can update employee records, track certifications and licenses, and manage personnel files, reducing administrative burdens. Thirdly, in performance management, RPA can automate performance evaluations, feedback collection, and goal tracking, facilitating a fair and consistent evaluation process. Lastly, in compliance management, RPA can monitor regulatory changes, update policies and procedures, and ensure adherence to safety and environmental standards. Beside this, it is important to notice that, the use of RPA in organizational design and staff planning

[14] https://www.mckinsey.com/industries/our-insights/hr-in-oil-and-gas

process can reduce the number of employees and labor costs up to 25% (Automation Anywhere) and increase the efficiency and effectiveness up to 27% (NICE).

Furthermore, implementing RPA in different functional areas such as finance and accounting, supply chain management, IT, exploration, production and etc. can:

Eliminate Human Error

Realistically, no matter how skilled a person is in their role, human error and fatigue are always factors to be considered. With RPA, automated bots never get tired, so tasks are performed accurately, as they're meant to, each time.

Increase Compliance

Compliance is important for the reliability and sustainability of the business, and RPA solutions adhere to set rules and guidelines with great accuracy and consistency. Typically, most organisations follow various industry and government regulations, and these organisations reap the benefits of RPA with automated, consistent compliance. Additionally, RPA can be audited from a single location, rather than performing multiple application audits-which reduces compliance risks.

Robotic process automation can be applied to contract workflows and submissions, form updates, as well compliance-related notifications, and alerts.

Scale Business Process Automation:

As the company applies an RPA tool to more business activities, the automation of processes and tasks expands throughout the organisation. Robotic process automation also allows the business to scale to meet seasonal increases in demand, and projected targets with greater confidence, whether processing orders, invoices, managing stock, or other forms of production and service.

Employee Satisfaction:

When tedious processes are automated, employees are freed up to focus on more critical needs of the business. As RPA reduces repetitive tasks typically performed by humans, employee satisfaction increases. Employees can then apply their skills to tasks that require strategic thinking, like business planning, public relations, and brainstorming.

Implementing RPA in HR processes requires careful planning and consideration. Firstly, organizations need to identify the HR processes that can benefit from automation and prioritize them based on their impact and complexity. Secondly, a cross-functional team comprising HR professionals, IT experts, and RPA specialists should collaborate to design and develop the automation solution. This includes

mapping out the process, identifying automation opportunities, building and testing the bots, and integrating RPA with existing systems. Thirdly, organizations should ensure proper change management by training employees on the new system, addressing concerns, and monitoring the performance of the bots. Continuous improvement and optimization are essential to maximize the benefits of RPA in HR operations.

RPA technology has the power to revolutionize HR operations in the oil and gas sector, enhancing people management and improving overall productivity. By automating repetitive and rule-based tasks, HR professionals can focus on strategic initiatives and creating a positive work environment.

Profile of BPCL

Bharat Petroleum Corporation Limited (BPCL) is an Indian Public Sector Undertaking (PSU) under the ownership of the Ministry of Petroleum and Natural Gas, Government of India. It operates three refineries in Bina, Kochi and Mumbai. BPCL is India's second-largest government-owned downstream oil producer, whose operations are overseen by the Ministry of Petroleum and Natural Gas. BPCL was ranked 309th on the Fortune list of the world's biggest PSUs in 2020, and 792nd on Forbes's "Global 2000" list in 2021.

The company today known as BPCL started off as the Rangoon Oil and Exploration company set up to explore the new discoveries off Assam and Burma (now Myanmar) during the British colonial rule over India. In 1889 during vast industrial development, an important player in the South Asian market was the Burmah Oil Company. Though incorporated in Scotland in 1886, the company grew out of the enterprises of the Chef Rohit Oil Company, which had been formed in 1871 to refine crude oil produced from primitive hand dug wells in Upper Burma.

In 1976, the company was nationalized under the Act on the Nationalisation of Foreign Oil companies ESSO (1974), Burma Shell (1976) and Caltex (1977). On 24 January 1976, the Burmah Shell was taken over by the Government of India to form Bharat Refineries Limited. On 1 August 1977, it was renamed Bharat Petroleum Corporation Limited. It was also the first refinery to process newly found indigenous crude Mumbai High Field.

The domestic economy’s resilience through the crisis of a once-in-a-century pandemic followed by the geopolitical crisis has been remarkable. While most of the major

economies continue to grapple with fiscal challenges, India has been an oasis of growth and stability. India was second biggest contributor to world growth in 2022. The economy grew at 7.2% in FY 2022-23, and the domestic consumption of petroleum products grew at 10.6%. They will be pleased to know that the company recorded the highest-ever market sales of 48.92 MMT in the year, as against 42.51 MMT in the comparative period, registering a growth of 15%. With a market share of 25%, company retained the position as the second-largest Oil Marketing Company during the year. The refineries supported the marketing efforts by recording the highest ever throughput of 38.53 MMT in FY 2022-23, at a capacity utilization of 109%. The revenue from operations rose to all-time high of Rs. 5.3 trillion as against Rs. 4.3 trillion in the previous year, making us the sixth-largest company across all categories in the country by turnover.[15] BPCL's colors shine brightest when it meets challenges head on. In this challenging year which was marred by suppressed marketing margins on certain petroleum products, the robust refineries achieved their all-time high Gross Refining Margins (GRMs) at $20.24/ bbl, highest amongst the PSU Oil Marketing Companies. The year's financial performance was volatile with two quarters of losses, but these were put behind with a record-breaking performance in the fourth quarter, with standalone profit rising 159% year-on-year and 231% quarter-on-quarter to Rs. 64.78 billion. For the year as a whole, the company posted a standalone net profit of Rs. 18.70 billion as compared to the restated profit of Rs. 113.63 billion in FY 2021-22. India is increasingly assuming a leadership role in the comity of nations. The country's democratic fabric, consistent economic growth and focus on sustainability are receiving acclaim globally. Having become the 5th largest economy in the world, the country is well on course to becoming a $10 trillion economy by 2035.[16]

HR Practices at BPCL

Human capital is the backbone of the organization, and its importance cannot be overstated. It drives creativity, innovation, and productivity, contributing not only to the operational efficiency but also to the strategic growth of the organization. From the decision-making executives who devise strategic plans to the frontline employees who interact with customers, every employee plays a critical role in shaping the

[15] https://www.bharatpetroleum.in/
[16] ibid

BPCL's success. The diverse perspectives and experiences of BPCL's talent serve as catalysts for problem-solving and adaptability, empowering us to flourish in an ever-evolving world. Recognizing the significance of investing in people, we have embraced 'Development of People' as one of BPCL's core values, understanding that it is not only a moral imperative but also a strategic requisite for ensuring enduring success. Looking back on this transformative year, it is a delight to share the unwavering commitment to fostering a culture of 'learning and development' that propels BPCL and its talented workforce towards new heights. In an ever-evolving landscape, investing in the growth and development of people remains at the core of the Company's vision and strategy.[17] The leadership capability assessment and development process are carried out on a biennial basis under the Talent Management Framework 'ASCEND'. The fifth cycle of ASCEND began with the launch of a revised leadership competency framework and introduction of a rigorous assessment methodology in the form of personality self-assessments and Assessment Centers. More than 1,000 officers were covered in this years' Assessment Centers in addition to similar numbers covered in the previous financial year. Individual feedback sessions for senior and mid-level officers, followed by development center workshops and development dialogues for senior leaders, were carried out. Focused development plan workshops were conducted to build an understanding of assessment outcomes, helping them identify and strengthen their areas of development. Multiple talent insights emanating from the conclusion of the fifth cycle of ASCEND are being analysed and applied to drive people, practices and related developmental priorities. The Behavioural Learning Framework was revamped and relaunched to synchronize with the revised leadership competency framework. Twenty-seven programmes at various levels were conducted, covering 730 employees and clocking 11,680 man-hours of training. Thirty-two simulation-based experiential learning programmes were conducted for multiple Businesses/Entities/target group of employees, with focus on enhancing various managerial and functional competencies. To promote a culture of self-paced learning, the Corporate Learning Centre provided popular platforms like Percipio and LinkedIn Learning to all interested users, which had unlimited content in various modes like videos, audios, e-learning modules, books, articles, etc. While 169 employees from across various job groups were provided learning opportunities at

[17] https://www.bharatpetroleum.in/

premiere institutes like the IIMs, XLRI, MDI, etc., 527 employees were nominated to programmes at other institutes as part of their professional development. Multiple experiential team alignment interventions were conducted in outbound format via a series of workshops called "Winning Together", which were conducted for diverse teams like New Businesses, Industrial & Commercial, Finance, Retailing Initiatives, and Central Refineries Project Organisation. In order to get the target cohort of officers appreciate the importance of strategic alignment to organizational goals, a customized learning journey was designed and delivered in partnership with Indian School of Business (ISB), keeping it relevant to the BPCL context. A three-day programme on "Strategic Acumen for Sustained Competitive Advantage" was rolled out through expert and reputed faculty members and learnings were delivered using methodologies like business simulations and industry-specific case studies that could effectively drive business in the organizational context. To build and inculcate a culture of continuous career conversations in teams, a 'Feedback Month' campaign was launched for managers and their teams to engage in 'Conversations that Matter', hence helping them take the next step from performance management to development. In the endeavour to promote a culture of diversity and inclusion, an in-depth survey called 'Voice Your Vision' was administered to all women employees coupled with a two-day discovery workshop 'Choose to Challenge'. This workshop brought to the fore key thematic areas for promoting diversity and a strong presence of women in leadership and frontline critical roles.[18]

1. **Talent Acquisition and Recruitment:**
    - BPCL employs strategic recruitment practices to attract and hire top talent for various roles within the organization.
    - The company may utilize multiple channels such as campus placements, job portals, recruitment agencies, and employee referrals to source candidates.
    - BPCL typically conducts structured recruitment processes, including screening, interviews, and assessments, to ensure the selection of suitable candidates.
2. **Employee Training and Development:**
    - BPCL emphasizes continuous learning and development to enhance employee skills and competencies.

[18] https://www.bharatpetroleum.in/

- The company offers various training programs, workshops, and seminars to address both technical and soft skills development.
- BPCL may also provide opportunities for employees to pursue certifications, attend conferences, and participate in professional development courses.

3. **Performance Management:**
   - BPCL implements a performance management system to set clear objectives, provide regular feedback, and evaluate employee performance.
   - Performance appraisals are typically conducted periodically to assess employee contributions and identify areas for improvement.
   - Feedback sessions between managers and employees help facilitate constructive discussions on performance, career development, and goal setting.
4. **Employee Engagement Initiatives:**
   - BPCL organizes a range of employee engagement activities to foster a positive work environment and enhance morale.
   - These initiatives may include team-building exercises, cultural events, sports competitions, and social gatherings.
   - BPCL may also seek feedback from employees through surveys, focus groups, or suggestion boxes to gauge satisfaction levels and identify areas for improvement.
5. **Diversity and Inclusion:**
   - BPCL is committed to promoting diversity and inclusion in the workplace.
   - The company may have policies and initiatives in place to ensure equal opportunities for all employees, regardless of gender, ethnicity, age, or background.
   - BPCL may also offer training and awareness programs to promote diversity and sensitivity among employees and managers.
6. **Employee Benefits and Compensation:**
   - BPCL offers competitive salary packages, benefits, and incentives to attract and retain talent.
   - Employee benefits may include health insurance, retirement plans, performance bonuses, and employee assistance programs.

- BPCL may periodically review and adjust its compensation and benefits packages to remain competitive in the market.

7. Work-Life Balance

- BPCL recognizes the importance of work-life balance and may offer flexible work arrangements to accommodate employees' personal and family needs.
- The company may provide paid time off, including vacation days, sick leave, and parental leave, to support employees' well-being and work-life integration.
- BPCL may also offer wellness programs, employee assistance services, and other resources to help employees manage stress and maintain a healthy work-life balance.

These HR practices collectively contribute to BPCL's efforts to attract, develop, and retain a talented workforce while fostering a supportive and inclusive work environment.

Profile of HPCL

Hindustan Petroleum Corporation Limited (HPCL) is an Indian public sector undertaking in petroleum and natural gas industry, headquartered in Mumbai, and a subsidiary of the Oil and Natural Gas Corporation (ONGC), which is owned by the Ministry of Petroleum and Natural Gas, Government of India.

The global economy grew by 3.4% in 2022 despite the multifarious challenges posed by geopolitics, the associated inflationary pressures and economic woes in countries around the world. With a growth rate of 7.2%, India's output rebounded to its prepandemic level in 2022-23, reinforced by the government's capex push and resilient private consumption. Moreover, the world's second-largest vaccination drive, with more than 2 billion doses, also served to lift consumer sentiment, which helped prolong the rebound in consumption. India was the fastest-growing major economy in 2022-23, despite the three shocks of COVID-19, the geo-political challenges, synchronized policy rate hikes to curb inflation, etc.[19]

HPCL continued to meet the nation's energy needs even while marketing margins were suppressed for certain petroleum products. Gross sales of the Company registered a growth of 24.7% in 2022-23, rising from Rs. 3,72,642 Crore in 2021-22 to Rs. 4,64,684 Crore, reaching a new peak. The Company achieved its highest-ever

[19] https://www.hindustanpetroleum.com/

annual sales of 43.45 MMT during the period, with a growth rate of 11% compared to the historical. The highest-ever crude throughput of 19.09 MMT was achieved by the refineries, which is 36.7% higher than the 13.97 MMT of crude processed during the previous year. Average GRMs for 2022-23 were US$ 12.09 per barrel compared to US$ 7.19 per barrel during the corresponding period of the previous year, recording an increase of 68.2%. The exceptionally high international oil prices along with suppressed marketing margins on select transport fuels, severely impacted the profitability, resulting in Net Loss of Rs. 8,974 Crore in 2022-23. In a noteworthy development, the ongoing Visakh Refinery Modernization Project (VRMP) attained the critical milestone of commissioning the 9 MMTA Crude Distillation Unit (CDU-4), which is highly energy efficient. On the operations front, the refineries at Mumbai and Visakhapatnam recorded an excellent performance, clocking the highest-ever combined refining throughput of 19.09 MMT and capacity utilization of 107%. Meticulous crude sourcing, right crude mix and expeditious evacuation of finished products, duly complemented by improved refinery reliability and standardized operating processes, were the key contributors to the performance of refineries. In retail business, the year 2022-23 saw the highest sales volume of 28.2 MMT. Sales of petrol and diesel increased by 16.2% and 16.5% respectively and LPG sales growth was 4.9%. The domestic LPG segment gained market share for the seventh consecutive year. The Company is the second-largest LPG marketer in the country. The Company maintained its dominance in lubricant sales and continued to occupy the leadership position in the market, recording year-on-year growth of 16% and a market share increase of 2.48%. During the year, the Industrial & Consumer (I&C) business line recorded overall sales of 4.32 MMT. With the continuing recovery in air travel, HPCL achieved ATF sales of 692.5 TMT of 33.1% over the previous year.[20]

During 2022-23, HPCL commissioned 1,161 retail outlets, taking the total to 21,186 retail outlets as of 31st March, 2023, making us the second largest retail network owner in the country. The Company commissioned 45 new domestic LPG distributors during 2022-23, taking the total to 6,283. The Company enrolled 25.98 Lakh new LPG customers during the year, enhancing customer reach, thereby taking total LPG customer base to over 9.3 Crore. To tap the non-domestic segment, a record 51 non-domestic distributors were commissioned during the year, taking the total to 328.

[20] https://www.hindustanpetroleum.com/

HPCL wholly owns two major refineries in India: one in Mumbai (west coast) with a capacity of 9.5 million tonnes per year, and one in Visakhapatnam (east coast) with a capacity of 8.3 million tonnes per year. In addition, HPCL holds an equity stake of 16.95% in Mangalore Refinery and Petrochemicals Limited, a company that runs a state-of-the-art refinery in Mangalore with a capacity over 9 million tonnes per year. HMEL, a joint venture between HPCL and Mittal Energy Investments Pte. Ltd, operates another refinery of 11.3 million tonnes per year in Bathinda, Punjab.[21]

The marketing network of HPCL consists of 21 zonal offices in major cities and 128 regional offices facilitated by a supply and distribution infrastructure comprising terminals, aviation service facilities, liquefied petroleum gas bottling plants and distributors, lube filling plants and distributors, inland relay depots, and retail outlets (petrol pumps). HPCL has a state-of-the-art information technology infrastructure to support its core business. The data center is at Hitech city in Hyderabad.

HR Practices at HPCL

HPCL places a strong focus on effective human capital management to ensure long-term success in a rapidly evolving business landscape. The entire spectrum of human capital management, including talent acquisition & retention, employee development & growth, promotion of productivity & performance, succession planning, leadership development, etc., are being managed with the guiding principle of 'enabling people performance'. The Company has embraced the principles of DEI (Diversity, Equity and Inclusion) to foster innovation, engage employees, attract top talent, enhance reputation and meet legal & societal expectations. These principles and practices make the Company more dynamic, resilient and better equipped to navigate the challenges of a diverse and rapidly changing world.

The Company continues to provide greater flexibility, personalized approaches and optimum working conditions to build a stimulating work environment. The Company's workforce has an ideal mix of experience, youthful energy, an innovative mindset and multiple perspectives. Various employee engagement initiatives were undertaken during the year with the objective of creating an enabling, participative, nurturing and winning work culture in the organization. Multi-modal training methodologies such as webinars, experiential workshops, e-modules, certifications,

[21] https://www.hindustanpetroleum.com/

simulations, action learning, drama-based workshops, etc. are undertaken with extensive use of technology for progressive learning and building the capabilities of employees. The Company has partnered with various Centers of Excellence (CoE) and premier institutions to promote industry academia collaboration and enhance the technical and behavioral capabilities of the employees. The keen focus of the Company on people orientation and enablement has borne fruit in creating a pool of about 8,500 committed, dedicated and competent employees who are the backbone of the organization.

1. **Talent Acquisition and Recruitment:**
    - HPCL employs a strategic approach to talent acquisition, leveraging multiple channels such as campus placements, job portals, and referrals to attract a diverse pool of candidates.
    - The recruitment process at HPCL is structured and transparent, ensuring fairness and equal opportunities for all applicants.
    - They often conduct campus drives at reputed educational institutions to identify and recruit promising graduates for various roles within the organization.
    - Additionally, HPCL actively seeks experienced professionals through job fairs, industry-specific events, and targeted online advertising to fulfill specific skill requirements.
2. **Employee Training and Development:**
    - HPCL places significant emphasis on continuous learning and skill development to keep pace with technological advancements and industry trends.
    - They offer a wide range of training programs, workshops, seminars, and e-learning modules to enhance employees' technical competencies, soft skills, and leadership capabilities.
    - Development initiatives may include technical certifications, managerial training, and specialized programs tailored to meet the needs of different job roles and career levels.
    - HPCL encourages employees to take ownership of their development by providing resources, support, and opportunities for career advancement.

3. **Performance Management:**
    - HPCL implements a performance management system that focuses on setting clear performance objectives, providing regular feedback, and assessing employee contributions.
    - Performance appraisals are conducted periodically to evaluate individual and team performance against predefined goals and targets.
    - Feedback sessions between managers and employees facilitate constructive discussions on performance, areas for improvement, and career aspirations.
    - The performance management process also serves as a basis for recognizing and rewarding high performers through merit-based incentives, promotions, and career progression opportunities.
4. **Employee Engagement Initiatives:**
    - HPCL organizes a variety of employee engagement activities throughout the year to foster a sense of belonging and camaraderie among employees.
    - These initiatives include cultural events, sports tournaments, team-building exercises, and volunteer activities that encourage collaboration and teamwork.
    - HPCL also celebrates important milestones, festivals, and cultural diversity to promote inclusivity and create a positive work environment.
    - Employee feedback mechanisms, such as surveys and focus groups, are used to assess engagement levels and identify areas for improvement.
5. **Diversity and Inclusion:**
    - HPCL is committed to building a diverse and inclusive workplace where employees feel valued, respected, and empowered to contribute their best.
    - They have policies and practices in place to promote diversity across various dimensions, including gender, ethnicity, age, disability, and sexual orientation.
    - HPCL provides equal opportunities for career advancement and professional growth, irrespective of background or identity.
    - Inclusive leadership training and awareness programs help foster a culture of respect, empathy, and understanding among employees.
6. **Employee Benefits and Compensation:**
    - HPCL offers competitive salary packages, performance-based incentives, and comprehensive benefits to attract and retain top talent.

- Employee benefits may include health insurance, life insurance, retirement plans, and access to wellness programs aimed at promoting physical and mental well-being.
- HPCL periodically benchmarks its compensation packages against industry standards to ensure they remain competitive and aligned with market trends.
- Transparent communication about compensation policies and opportunities for advancement helps build trust and loyalty among employees.

7. **Work-Life Balance:**
    - HPCL recognizes the importance of work-life balance in promoting employee well-being and productivity.
    - They offer flexible work arrangements, such as telecommuting, flexible hours, and compressed workweeks, to accommodate employees' personal and family responsibilities.
    - Paid time off, including vacation days, sick leave, and parental leave, allows employees to recharge and address personal commitments without sacrificing their professional obligations.
    - Employee assistance programs may provide counseling, financial assistance, and resources to support employees facing challenges in their personal or professional lives.

Overall, these HR practices contribute to HPCL's reputation as an employer of choice, fostering employee engagement, development, and satisfaction while driving organizational success.

Review of Literature

Some studies of human resource management have been made in the past; they mainly focus on large and complex modern enterprises in co-operative and public sectors, but do not provide insight into private organizations due to funding facilities and legal obligations. Only big organizations can afford to have a separate department for human resource management due to the expenditure involved. Further, certain Acts such as the Factories Act, the Payment of Wages Act, Payment of Bonus Act, and the Industrial Disputes Act make it a statutory obligation on the part of the big factories to maintain a certain level of human resource management practices. Only a

few studies of private organizations have been made. Some of the important studies conducted on human resource management are reviewed.

Singh Roshan and Mohanty Madumita (2014)[22] carried a review on training practices and employee productivity and impact of training on employee productivity across various sectors. They discussed that some studies have found a positive association, some negative and some no association in between training practices and employee productivity. According to comparison and analysis studied they suggested that the impact and effect of training practices on employee productivity varies for different industry. The paper concludes with directions for future research by applying different level of analysis on exploring the impact of training practices on employee productivity.

Pandey Ratnesh (2014)[23] In this study focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life. It also termed development as a continuous process whereas training has specific areas and objectives. This review paper states that employee training and development programs are important aspects which are needed to be studied and focused on. It also suggests the need for training & development which can be determined by the employee's performance deficiency. According to this review paper the major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. She suggested that every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization as training and development programs improve the quality of work-life by creating an employee supportive workplace. This review paper concluded that training plays an important role in the competent and challenging format of business in this competitive world and enhances the overall performance of an organization in various ways.

[22] Rohan Singh and Madhumita Mohanty (2014) Impact of Training Practices on Employee Productivity: A Comparative Study Inter Science Management Review (IMR)

[23] Pandey Ratnesh (2014) A Literature Review on Training & Development and Quality of Work Life, Researchers World, Journal of Arts, Science & Commerce

Taneja Parek (2015)[24] has discussed three elements of training such as purpose, place and time. Training without a purpose is useless because nothing would be achieved out of it. After having identified the purpose of a training program, its place must be decided i.e. whether it has to be on the job or off the job. Place would decide the choice of training method and also influence its effectiveness. Training must be provided at the right time. A late training would provide outdated knowledge, which would be useless for the employees. The purpose of training is to bring about improvement in the performance of the human resources. Employee development programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life.

Pareek Udai (2015)[25] has described three elements of training such as purpose, place and time. Training without a purpose is useless because nothing would be achieved out of it. After having identified the purpose of a training program, its place must be decided i.e. whether it has to be on the job or off the job. Place would decide the choice of training method and also influence its effectiveness. Training must be provided at the right time. A late training would provide outdated knowledge, which would be useless for the employees. The purpose of training is to bring about improvement in the performance of the human resources. Employee development programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life.

[24] Taneja Parek (2015) Training Instruments for HRD, Tata McGraw Hill, New Delhi

[25] Udai Pareek (2015) A Study on Training and Development in Indian Banks, National monthly refereed Journal of reasearch in commerce & management www.abhinavjournal.com

Kulkarni Pallavi (2016)[26] carried out a literature review on training & Development and quality of work life**.** This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life. It also termed development as a continuous process whereas training has specific areas and objectives. This review paper states that employee training and development programs are important aspects which are needed to be studied and focused on. It also suggests the need for training & development which can be determined by the employee's performance deficiency. According to this review paper the major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. She suggested that every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization as training and development programs improve the quality of work-life by creating an employee supportive workplace. This review paper concluded that training plays an important role in the competent and challenging format of business in this competitive world and enhances the overall performance of an organization in various ways.

Relevance of the study

A comprehensive examination of the human resource management (HRM) practices of Bharat Petroleum Corporation Limited (BPCL) and Hindustan Petroleum Corporation Limited (HPCL) within the Indian petroleum industry provides crucial insights with broad implications. Such a comparative study not only sheds light on industry-specific trends and challenges but also facilitates benchmarking and knowledge sharing between the two major players. By critically evaluating recruitment, training, performance management, and employee engagement practices, researchers gain a nuanced understanding of how HR strategies align with organizational objectives in this unique sector. Moreover, insights derived from the

[26] Kulkarni Pallavi (2016) A Literature Review on Training & Development and Quality of Work Life, Researchers World, Journal of Arts, Science & Commerce

study inform strategic talent management and retention strategies, offering guidance on attracting, developing, and retaining skilled professionals critical for the industry's success. Beyond organizational implications, findings from the study have relevance for policy formulation and HRM practice at a broader level. Policymakers can leverage these insights to design industry-specific HR regulations and incentives that support workforce development, safety, and sustainability. Meanwhile, HR professionals can adapt evidence-based strategies to address the distinctive challenges of the petroleum sector, contributing to its long-term resilience and competitiveness within the Indian market. In essence, a critical evaluation of BPCL and HPCL's HRM practices serves as a valuable tool for enhancing organizational effectiveness, talent management, and industry sustainability while informing policy and practice in the broader context of India's petroleum industry.

Objectives of the Study

The main objectives of the research study are:

1. To study the multifarious functions of HRMs and their relevance achieving in Petroleum Industry.
2. To study the organisational structure, employment, selection, training and development of Human Resources in BPCL and HPCL.
3. To review the concept of Human Resources Management (HRM) in the changing business environment.
4. To study about the motivation factors influence the employee in BPCL and HPCL
5. To study about the effectiveness of training system as well as performance appraisal system as followed in BPCL and HPCL.
6. To identify the different environmental moves, challenges faced by Petroleum Industry in India
7. To explore the various challenges faced by HR managers in BPCL and HPCL.

Limitation of the Study

While a critical evaluation of the HRM practices of Bharat Petroleum Corporation Limited (BPCL) and Hindustan Petroleum Corporation Limited (HPCL) within the Indian petroleum industry promises valuable insights, there exist several limitations that warrant acknowledgment. Firstly, findings from the study may lack

generalizability, as the unique organizational structures and contexts of BPCL and HPCL may not necessarily mirror those of other companies within the petroleum industry or in different sectors. Additionally, access to comprehensive and reliable data on HRM practices within BPCL and HPCL may be constrained by confidentiality concerns and proprietary information, potentially impacting the depth and accuracy of the analysis. Furthermore, the dynamic nature of HRM, coupled with time constraints, may limit the study's ability to capture evolving practices comprehensively. Subjectivity in assessing HRM effectiveness, along with potential biases among stakeholders, may also affect the study's findings. Moreover, given the complexity of HRM within large organizations like BPCL and HPCL, researchers may struggle to comprehensively cover all aspects of HRM practices, potentially overlooking important areas. External factors such as regulatory changes and economic conditions could further influence HRM practices, yet the study may not fully account for these influences. Finally, limited access to key participants may constrain the study's ability to gather diverse perspectives and insights. Despite these limitations, acknowledging these constraints is crucial for ensuring a balanced assessment and providing meaningful recommendations for enhancing HRM effectiveness within BPCL, HPCL, and the broader petroleum industry.

Hypothesis of the study

1. There is a direct relationship between the HRM Practices and the performance of an organisations.
2. Human Resource Management Practices of HPCL is better than BPCL.

Research Methodology

The required data relevant to the study will be collected from both primary and secondary sources in order to understand the multi-dimensional aspects.

Secondary data will be collected through Magazines & periodicals, Newspapers, Books, websites and Annual Reports of BPCL and HPCL including other Petroleum Industry. For Primary data Sample size of 150 each respondent from executive and non-executive staff of BPCL and HPCL will be selected. The data will be collected through structured schedule of questions and is analysed with statistical indices based on Likert methodology.

Data collected from different sources will be tabulated and classified chapter-wise so

as to make the study systematic and scientific. Different tables will be prepared for the purpose to concentrate on each and every aspect of the study. After tabulation of the data, an analysis will be made using different statistical tools so that the factual position of the related aspects might be found out and the reliable conclusion might be drawn. At the time of analyzing the data, various statistical and mathematical tools, such as percentage, averages, proportion, growth rate, index numbers, trend values etc. were used frequently.

Tentative Chapterisation

Chapter I: Introduction

Chapter II: HRM Practices in Petroleum Industry in India

Chapter III: Performance Evaluation of BPCL and HPCL

Chapter IV: Comparative Study of Human Resource Management Practices between BPCL and HPCL

Chapter V: Conclusion, Findings and Suggestions.

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